

The John D. Eisenfelt Principle

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The John D. Eisenfelt Principle

"Higher average order value"

"Predictable order intake"

"Higher sales productivity"

The John D. Eisenfelt Principle improves marketing and sales results. Companies sell more effectively when the board, sales managers and account managers are supported and coached in their commercial development.

Our core competence is the implementation of new ways of working that will be sustainably applied in your organization. Customer buying behavior is the focal point for the development of an effective, efficient and pro active sales organization. It forms the foundation for the Development of Value Propositions and meeting customer expectations. The result is a sustainable position with your customers, more revenue from existing customers and acquisition of new customers.

The John D. Eisenfelt Principles:

- *If the water is clear, all fish start to look alike*
- *Customers want to receive what they asked for*
- *If you are good with cattle, lease out your land*
- *One to one marketing is what the milkman used to do*
- *A low price does not automatically mean that pants are comfortable*
- *Core competences are just like hot coals: you need them to get warm, but they are very hard to hold*
- *If you can depend on each other, nobody loses*
- *If you have a problem, try to find the question and not the answer*
- *If you know that someone likes roses, you don't bring coronations*
- *In order to soar, you must be prepared to leave everything behind*

For more information on our principles, please visit: www.eisenfelt.com



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What is your competitive advantage?

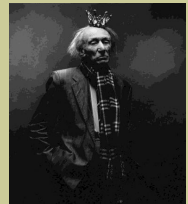


Due to ongoing globalization and digitization, existing markets are often highly competitive and new markets are faster mature than before. You can reach the World from your own office, but you are not the only one seeing seemingly unlimited possibilities. Furthermore, introductions of new products or services occur at neck breaking speed. The increasing number of suppliers and the (often) limited lifespan of new products or services erode your competitive advantage. And the power balance is shifting more and more from the supply side (you) to the demand side (your customers). Next to being "king" for many years now, your customers are now making firm demands: more added value for lower prices. Inevitably, this will lead to problems: on one side the customers that demand more value for better prices, on the side suppliers willing to deliver this value, but at acceptable margins... The solution: excellent customer relationships, an effective and efficient sales organization and the development of the value of your portfolio and organization. Better yet: get to know your customers and prospects, know what they need and sell more in less time.

The sales organization

Sales has been a team discipline for many years now. A condition for success is an organization where marketing, sales and delivery form one integral chain, focused at delivering value for your customers, rather than delivering products or services.

- The **creation of value** is a marketing discipline: marketing is responsible for the translation of customer needs to a product or services portfolio, that truly delivers value to the customer.
- **Selling this value** is obviously a commercial responsibility. Sales –as a team- will have to sell the created value.
- The **delivery of value** makes customers experience the solution as positioned by marketing and sales. This literally means the "transfer" of the sold value to the customers.



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Questions from customers

Effective sales seems a simple and logical business. And it is. But it might be a tough nut to crack. Here are some of the questions from customers regarding sales and sales management, that we have helped to answer:

Sales

- *"Our sales force does not have enough customer relationships at tactical and strategic level. How can we make them develop these relationships?"*
- *"Our hitrate is too low and our cost of sales is too high. How can we qualify our opportunities better and how can we get involved in the early stages of the customer buying process?"*
- *"Our sales force manages complex opportunities re-actively and is often surprised by the customer. How can we make sales more pro-active?"*
- *"Sales has too few customer contacts. How can we develop a better and wider foundation with our most important customers?"*

Sales Management

- *"The predictability of our order intake is not what it should be. How can we make our order intake predictable?"*
- *"Our Sales Directors provide too little support in managing opportunities. How do we get them to better perform in their coaching role?"*
- *"Which customers provide 60%-80% of my revenue? At which A, B and C customers can we execute cross-, up- and get-in selling strategies to achieve our order intake targets? In other words: how do we determine our sales strategy?"*



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Sales en Account analysis

One of the ten principles of John D. Eisenfelt is that the solution is not to find answers, but to ask the right questions. The most profound way to develop organizations towards success is to ask the following questions with regard to their strategic accounts:

- Why do customers buy? What do they really need?
- Why do customers buy from you? Is the basis for your success found in your products or services or in the people selling them?
- Which customers generate the best margins and why? What choices are you prepared to make based on this analysis?
- Is your portfolio tailored to the customer needs? How profitable is your portfolio?

Creation of enthusiastic, loyal and profitable customers is the driver for all commercial organizations. That is why it is important to ask critical questions regarding your customers, to your customers and to your own people. Great salespersons ask more questions than that they answer. At a sales organization level, this is no different.

Our services

Creating Value

Selling Value

Delivering Value

Marketing		Sales		Delivery	
<ul style="list-style-type: none"> • Qualitative customer research • On-line customer research • Scan of customer base • Portfolio scan • Share of wallet & portfolio analysis per client 		<ul style="list-style-type: none"> • Performance scan (cost of sales) • Sales strategy • Service concept 		<ul style="list-style-type: none"> • Customer & company understanding • Account management • Opportunity Management • Managing Customer Expectations 	
<ul style="list-style-type: none"> • Business Management workshop • Customer & Company Understanding • Introduction to Account Management • Introduction to Opportunity Management • Value Proposition development • Commercial performance scan for mergers and acquisitions 		<ul style="list-style-type: none"> • Performance mngt. • Qualification • Forecasting • Funnel mngt • Opportunity reviews / audits 		<ul style="list-style-type: none"> • Opportunity mngt • Board room selling • Value Selling • Basic value Selling 	
Redesign: <ul style="list-style-type: none"> • Business planning • Market intelligence • Value proposition development • Portfolio mngt • Contact & Campaign mngt 		Roles and competences <ul style="list-style-type: none"> • Reward & evaluation • Coaching 		Performance mngt <ul style="list-style-type: none"> • Customer focussed attitude program • Value selling 	
Redesign: <ul style="list-style-type: none"> • Account and opportunity mngt • Forecasting and funnel mngt • Bid mngt • Contract mngt 		Roles and competences <ul style="list-style-type: none"> • Reward & evaluation • Coaching 		Redesign: <ul style="list-style-type: none"> • Account and opportunity mngt • Programme and project mngt • Commercial delivery processes • Customer service 	
Marketing en Sales tooling (CRM)					



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Our competitive advantage

John D. Eisenfelt has a competitive advantage in the following areas:

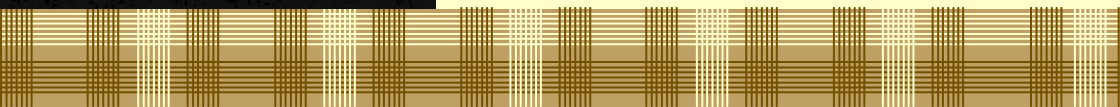
- In depth knowledge and experience in marketing and consultative selling in B2B
- Focus on retention of core relationships by development of true value for our customers
- Practical and measurable sales methodologies
- Using existing contacts to sell at higher levels
- Qualification of customer value, reliable forecasts and other reports
- Team selling: sales, management and delivery.

Change managers, consultants, coaches, trainers and interim managers of John D Eisenfelt all have a vast commercial experience. Right from the start of our cooperation with our clients, the changes in culture, focus and customer contacts will be noticeable.



John D. Eisenfelt has developed a proven approach which will deliver measurable results to our customers within six months. Our approach consists of the following elements:

- Provide insight in the added value of the organization and the portfolio
- Qualification methodology linked to forecasting and funnel management
- Sales methodology aimed at managing complex sales situations
- Improvement of sales skills focused at sales of added value at management and board level



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Case 1: Improved Sales Methodologies

Our client wanted to sell more projects and services with a higher margin. Consequence: more complex sales situations, longer lead times and higher sales costs per opportunity. The following goals were set:

- Increase the hitrate from 1 in 10 to 9 in 10
- Manage the leadtime of opportunities to max 12 months
- Increase the average order value from € 50.000 to € 500.000 - € 1.000.000.

In order to achieve these goals, we have implemented our Opportunity Management methodology.

Step 1: Management Workshop

During this workshop, the principles of Opportunity Management will be discussed. The goal of this workshop is to inform higher management on the upcoming changes and on how to best coach their people during and after the implementation of the methodology.

Step 2: Training

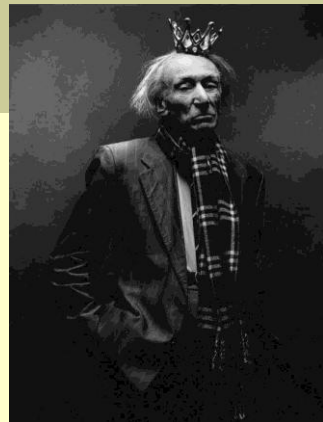
Sales Managers and Sales Staff will learn to develop opportunities in a structured and planned fashion, based on the decision making process of the customer. They will gain insight in the motivation of the DMU and will learn to develop and maintain a relationship with the DMU.

Step 3: Anchoring

Sales Management is responsible for the anchoring of the new way of working. The focus of the periodical sales meetings is on the customer on which sales staff will be coached. Periodically sales persons will be tested objectively on the application of the Opportunity Management methodology during review sessions.

Achieved results:

- 80% of the contacts of sales is now at management and board level
- Together with the customer, salespersons determine the desired value by the customer at the beginning of the sales process
- Better and early qualification of opportunities, aimed at the most promising ones, which have to be closed within 12 months




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Case 2: Qualification of customers, improved forecasts

Extended lead times and high sales costs increase financial risks. Therefore, our client wanted a better insight in sales effectiveness and an improved reliability of the forecast. The following goals were set:

- 50% pre-sales cost reduction, prioritization of prospects
- 90% predictability of deals in acceptance, size and date
- 100% reliable insight into the quality of the order pipeline

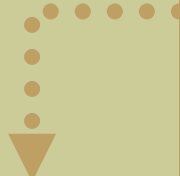


In order to achieve these goals we have introduced qualification-based-forecasting:

Step 1: Sales Management workshop

Together with Sales Management, the core of the sales policy was determined, including Key Performance Indicators (KPI's) and other relevant sales reports.

Step 2: Tailor the qualification methodology



To secure support from Sales and to maximize the available sales experience, we tailored the qualification methodology to our clients' own markets together with the customer. This involves translating those factors that determine the chances of success to qualification criteria. These are determined largely by market characteristics and sales methodology.

Step 3: Implementation of qualification and forecasting system

The qualification methodology can be incorporated into an existing or new system. After configuration of the system, sales staff is trained in and coached on the use of the system.

Sales Management is coached to pro-actively direct the sales staff using forecast- and funnel reports, which are generated based on actual and up to date information in the qualification system.

Achieved results:

- Objective qualification (not based on personal judgment)
- Improved prioritization (20% increase in effectiveness)
- 35% shorter leadtimes and an eightfold increase of the hitrate. Insight in the actual (current) sales situation and better management of opportunities
- Increased reliability of the forecast, even with less opportunities
- Pro-active sales management

